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**South Carolina State University**

**2011-2012 ANNUAL REPORT**

**of the**

**2011-2016 Strategic Plan**

# INTRODUCTION

The South Carolina State University Year 1 Strategic Plan Report represents accomplishments achieved during the 2012 fiscal year in addressing the goals in this first year of the 2011-2016 Strategic Plan. The 2011-2016 Strategic Plan was completed in fall 2011 and approved by the SC State University Board of Trustees in February 2012.

Information in this report was compiled by the Office of Planning and Assessment from academic and administrative departments' annual reports and other university documents.

Significant changes occurred during the 2011/12 fiscal period, including the resignation of the president, Dr. George Cooper in March, the appointment of Dr. Rita Teal as Acting President through the end of the fiscal year and changes in several senior and other key administrative positions. However, in spite of these changes, much was still accomplished in addressing the new strategic goals. Given the timing of the changes that occurred, this report focuses on the strategic goals, rather than the specific objectives that were originally outlined.

Much gratitude is acknowledged for the dedication of the faculty, staff and students for overcoming financial setbacks and/or leadership challenges that have occurred over the past several years. The outstanding performance of the University is still evident in continuing to produce graduates who seek post-graduate study; graduates who enter the job market, many of whom become leaders in their fields; and the continued level of research and publishing that faculty and staff continue to achieve.

Rita Jackson Teal, EdD  
Interim Vice President for Administration/  
Executive Director of Institutional Effectiveness

## ***VISION***

***SC State University will be one of the top public universities among peer institutions.***

## ***CORE VALUES***

***Access*** - accessible and affordable

***Opportunity*** - to fulfill career dreams and goals

***Integrity*** - a solid reputation of integrity

***Excellence*** - commitment to excellence as its top priority

***Respect*** - climate of mutual trust and respect

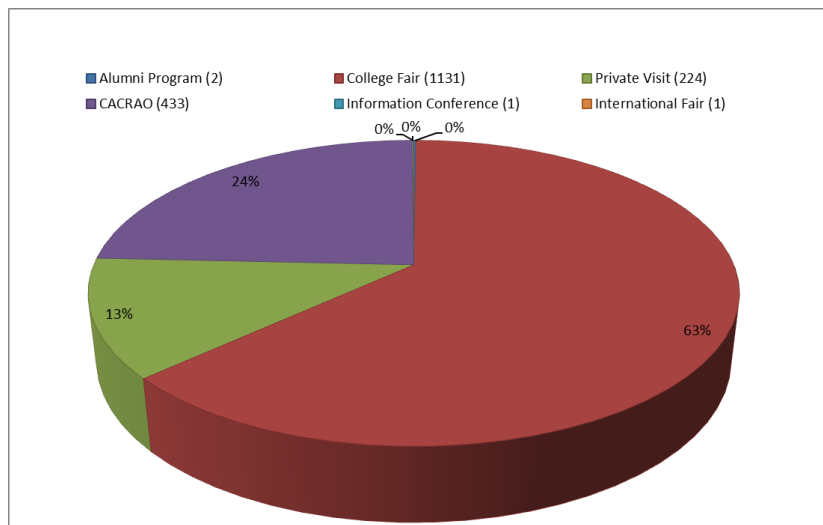
## ***MISSION***

South Carolina State University (SC State) is a historically Black public 1890 land-grant senior comprehensive institution of approximately 4,500-6,000 students. Located in Orangeburg, South Carolina, SC State University is committed to providing affordable and accessible quality baccalaureate programs in the areas of business, applied professional sciences, mathematics, natural sciences, engineering, engineering technology, education, arts, and humanities. A number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration.

SC State University prepares highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society. Through technology and traditional methods of teaching and learning, research and service, the University enhances the quality of life of citizens and contributes to the economic development of the state and nation.

## GOAL 1: Promote and Sustain a Student-Centered Environment

- ◆ The University continues to provide the services and support that students require in pursuing their degrees. The fall to fall retention rates increased for the third straight year, from 73% F2009-F2010 to 75% F2010-F2011. The fall to fall retention rates of first-time degree seeking freshmen also increased from 62.7% to 65.1%. However, there was a slight decrease (only 0.9%) in the retention rate from fall to spring, F2010-S2011 at 89.2% to 88.3% for F2011-S2012.
- ◆ Although the University's enrollment trend continued on the decline, the percentage decrease has consistently been lower. The decrease in enrollment in F10 compared to F11, was only -0.8% whereas the declines for the prior two years, F08-F09, and F09-F10 were -7.16%, and -3.88% respectively. The current results were most likely attributed to the increase in retention of continuing students.
- ◆ Recruitment of new students is diverse, but was generally accomplished through attendance at recruitment fairs as illustrated below during 2011/12.



- ◆ Beyond the statistics, students achieved a number of accomplishments that included curricular and co-curricular experiences. In addition, SC State University provided opportunities for students to become involved in various learning experiences that enhance their development. Listed below is a sampling of student achievements and involvement as well as a few examples of the opportunities provided to students by the University.
  - ◇ *63 Students participated in research projects in association with their faculty members. Research engages students, who learn to state a problem, seek a solution, then defend that solution. In doing that, students gain confidence, maturity, patience and tenacity. This assists in personal success, achievement as well as external learning experiences. The salaries that are paid to students assist with retention in providing financial resources.*

- ◇ *Three SC State University students were the recipients of the South Carolina State University Foundation Scholarship and received their scholarships on Saturday, March 3, 2012 during the South Carolina State University Foundation Scholarship Gala and Tribute. They are Stanley Williams, a junior biology major from Atlanta, Ga.; David McIsaac Johnson, a junior English education major from Sumter, S.C. and Qiana Arnold, a sophomore accounting major from Detroit, MI. An annual event which showcases talented young students who exemplify outstanding tenets such as a commitment to their community and a consistent high academic standing, the Scholarship Gala is a significant way that the SC State University faculty, staff, students and supporters assist the institution in advancing their mission - preparing highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society.*
- ◇ *Bria Brimmer, a member of the SC State's Women's Volleyball team, received honors as the top ranking senior in accounting with an overall Grade Point Average (GPA) of 3.8. Brimmer, who is from Austin, Texas, is ready to embark on a new experience. In the fall of 2012, she will begin pursuing her masters' degree in Finance at the Hult International Business School in London, England. Hult's business school is ranked by Financial Times as one of the top 100 business schools in the world and ranks first in international experience.*
- ◇ *On Friday, Dec. 9, 2011 in the Dr. Barbara A. Vaughan Fine Arts Recital Hall, more than 100 family members and friends attended the Fall Commissioning Ceremony in which seven SC State University cadets were commissioned as second lieutenants in the United States Army. SC State University's Army ROTC Program, also known as the Bulldog Battalion, held true to their motto, "Developing Tomorrow's Leaders Today." During this ceremony, seven Bulldog Battalion cadets took official oaths of service to our nation as they officially received their commission as second lieutenants in the United States Army. They follow in the footsteps of the 15 general officers that have attended SC State University and also join the ranks of over 2,000 others that have been commissioned through the SC State ROTC Bulldog Battalion.*
- ◇ *Nicole Anderson, an accounting major from Miami, Fla., will make her way to Niagara Fall, N.Y. in the fall to pursue her Master of Business Administration degree with a concentration in International Business from Niagara Fall University.*



*Crystal Green, a sophomore at SC State, was admitted and excelled in an internship with the Lawrence Livermore National Laboratory located in Livermore, Ca. Contrary to the customary practice of the lab inviting primarily graduate students into their facility. The 19 year-old graduated valedictorian from Butler High School in Augusta, Ga. and received a full scholarship to SC State. She entered the University as a part of the South Carolina Alliance for Minority Participation (SCAMP) and has continued her reign of excellence at the University, becoming the freshman class vice president and a member of the Honors College. She is currently the sophomore class vice president.*

- ◇ *Senior speech pathology/audiology major and member of the Alpha Xi Chapter of Delta Sigma Theta Sorority, Inc., ShaVon Johnson, was elected to serve as the South Atlantic regional representative of this prominent organization until 2014. Johnson's election also grants her membership on the national executive board of DST.*



- ◇ *The American Association of Blacks in Energy (AABE) held the official initiation ceremony for SC State University's student chapter. As a member of this prestigious organization, SC State University has now become a part of AABE's network of 37 chapters throughout the United States. AABE serves as a national association of energy professionals founded and dedicated to ensuring the input of African Americans and other minorities into the discussions and developments of energy policies, regulations, research and development technologies and environmental issues.*
- ◇ *The SC State University cheerleaders recently gained a rousing victory at the Lawrence Joel Veteran's Memorial Coliseum in Winston Salem when they placed second in the MEAC (Mid-Eastern Athletic Conference) co-ed division in March 2012. Jackie Mack, head coach for the SC State cheerleading squad, and assistant coach, Rahn Scott, worked tirelessly to prepare the group for their high standing*
- ◇ *Defensive Back Christian Thompson was the only HBCU player to be selected in the 2012 NFL Draft.*
- ◇ *SC State University's photography professor, Scotty Peek, and a selection of his students will be included in the 2011 Scholastic Invitational in Greenwood, S.C. The exhibit is part of the annual Click 646 event, a photographic collective that celebrates and promotes the art and experience of image making. The very best work from faculty and students throughout South Carolina's photography programs are featured during the invitational exhibit.*
- ◇ *The Department of Counseling and Self-Development provided training opportunities for faculty, staff and students throughout the academic year on inclusiveness and accommodations for students with disabilities.*
- ◇ *In November, 2011, the Omega Iota Chapter of Sigma Delta Pi Spanish Honor Society was initiated on the SC State University campus with three students and two honorary faculty members inducted.*
- ◇ *Pi Sigma Alpha, the National Political Science Honor Society created a chapter, Alpha Theta Delta at South Carolina State University on April 20, 2012 where 10 students were inducted.*
- ◇ *The Department of English and Modern Languages taught Chinese to Kindergarten students at Felton school.*
- ◇ *Sixty-two student-athletes were named to the Commissioner's MEAC All-Academic Team.*
- ◇ *The Women's Tennis team captured its eighth straight league championship and their eighth consecutive appearance in the NCAA Championships and the Men's Tennis team won their eighth championship in nine years. Four Women's Tennis players gained International Tennis Association national ranking. Senior Maria Cracium played in the prestigious NCAA Singles Championship, a first for the University.*

- ◇ *SC State's Marching "101" band was chosen for 10th Annual Honda Battle of the Bands Friday, October 28, 2011. The nation's marching band fans chose SC State's Marching "101" Band as one of the top eight marching bands at a Historically Black College and University (HBCU) for the 2012 Honda Battle of the Bands Invitational Showcase.*
- ◆ *The Master of Business Administration (MBA) Program at South Carolina State University scheduled a series of free Graduate Management Admissions Test (GMAT) Prep Workshops. The GMAT exam is the premier admissions exam for graduate business programs and is a required exam for admissions to most internationally accredited MBA programs. Workshop sessions covered the mathematical and verbal sections of the GMAT exam.*
- ◆ The number of degrees awarded in 2011/12 increased over those awarded in 2010-11 by 3% (723 to 742), and the number of bachelor's and master's degrees awarded during the 2011/12 academic year were the highest in the last five years. However, the overall graduation rates declined. The fall 2005 cohort six-year graduation rate of 34.6% was below the rate for the fall 2004 cohort six-year graduation rate, which was 39.3%. Greater emphasis must be placed on not just retaining students but ensuring that they are making sufficient academic progress toward graduation within the six-year time period. New federal regulations for financial aid that were introduced last year placed more focus on the need to ensure that students are not only enrolling, but enrolling in appropriate courses.



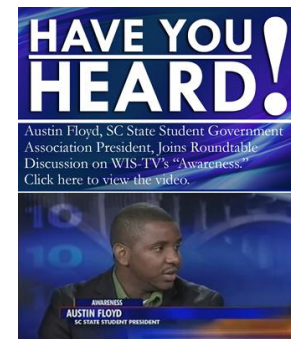
## GOAL 2: Strengthen the University's Performance through Enhanced Accountability and Efficient and Effective Processes

- ◆ Customer service continues to be a performance characteristic affixed to the performance evaluation document of the University's employees. Regular customer service tips are provided through the Department of Student Success and Retention. These tips do not only focus on improving service to students, but to all internal and external constituents.
- ◆ The Department of Counseling and Self-Development maintained compliance with accreditation rules, standards, regulations and policies for counseling services as set forth by the International Association of Counseling Services.
- ◆ The Office of Financial Aid managed and coordinated federal, state, institutional and athletic aid programs while remaining compliant with regulations and policies set forth by the United States Department of Education, the South Carolina Commission on Higher Education, NCAA and MEAC.
- ◆ The campus web portal, Bulldog Connection, now presents a new look and feel for the SC State community. Its recent upgrade provides additional functionality including single sign-on to banner, and delivers targeted content information to users based on their role within the University. Enhancements to Bulldog Connection have streamlined processes and information for students, faculty and advisors.





- ◆ The Office of Professional Development and Training coordinated fifty professional development seminars and activities with a total of 585 participants. Additionally, continuous training was provided on Banner (the University's administrative system) and other technological areas such as Microsoft products.
- ◆ The Online document flow process for full-time faculty/HR process was completed.
- ◆ UCITS provided computer upgrades to all faculty and staff in critical locations on campus. Approximately 182 computers were purchased and installed to ensure that all faculty, staff, and student computers meet the minimum standards established by the University.
- ◆ AstraScheduler software was installed and implemented in spring 2012 for course management for fall 2012. Appropriate staff training was held.
- ◆ "Paperless" registration process was launched, which places SC State University in line with other state and regional institutions.
- ◆ The Office of Public Relations and Marketing implemented a communication series called "Have You Heard!" to keep the university community informed of various activities and events.
- ◆ The Quarterly Report for Unauthorized Procurements last quarter was zero. The Office of Procurement fully accomplished and maintained 100% of "Group A" Agency vendor Code Blocking to control unauthorized credit card transactions and procurements from restricted vendors' codes.
- ◆ The Director of Institutional Research and the University Webmaster developed and implemented an on-line assessment system for academic and administrative program assessment.
- ◆ All classrooms were equipped with touch screen computers with webcam and speakers, interactive whiteboard or motorized screen, document camera, LCD projectors, amplifiers and speakers. Equipment was installed in custom designed furniture which is aesthetically pleasing and secured.
- ◆ "SC State University Sustains Top HBCU Ranking with U.S. News and World Report", September 13, 2011. *U.S. News and World Report* once again identified the top colleges and universities throughout the United States. Proclaiming its historic reputation as the only public Historically Black College and University (HBCU) in the state of South Carolina, SC State ranked No. 15 out of 80 on the HBCU list and fifth in the nation among public HBCUs.
- ◆ Software upgrades were implemented with funding received through UNCF. Applications assist in the following ways: Office 2010 – Current version of the Office productivity suite which includes the following applications such as Word, Excel, PowerPoint, Access, and Sharepoint. Microsoft Lync 2010 – Web collaboration tool which integrates with the University email accounts and allows users to schedule, and participate in online audio, video, and web conferencing. The UCITS Service Desk also uses this tool to better utilize staff time by allowing user problems to be resolved remotely using





the remote desktop capability included within the software. Sharepoint 2010 – Online Webtool is used to further enhance and encourage collaboration among teams, such as wiki's, document sharing and management and website hosting for faculty and staff.

- ◆ The Transit Research building was completed and the necessary Certificate of Occupancy was acquired on January 13, 2012
- ◆ Truth Hall Fitness Center was dedicated on 11/10/11.
- ◆ All Residence Life Staff became Red Cross certified in CPR, First Aid, and Defibrillator use through the Orangeburg County Emergency Medical/Response Staff in October 2011.
- ◆ Spotighting its one-of-a-kind nuclear engineering bachelor's degree program, SC State was among 16 Historically Black Colleges and Universities (HBCUs) featured in the August 8-15, 2011 edition of JET Magazine, a weekly news and entertainment publication centered on the African-American community
- ◆ Forbes magazine, a national bi-weekly publication featuring business and financial news, ranked SC State University in the top 20 percent of undergraduate institutions in the nation. The rankings are exclusively prepared by the Center for College Affordability and Productivity (CCAP), a Washington, DC think tank founded by Ohio University economist Richard Vedder. In *Forbes'* 2011 Best Colleges List, SC State University is ranked among 650 institutions, categorized by the Carnegie Foundation as doctorate-granting universities, master's colleges and universities or baccalaureate colleges. In addition to being selected as one of the top institutions in the South, SC State is identified as the exclusive Historically Black College and University (HBCU) for research in the state of South Carolina.
- ◆ In their 2011 College Rankings edition, *Washington Monthly* ranks SC State University in the top 10 category for enrolling the most cadets in its ROTC program. Established in 1947, SC State's Bulldog Battalion proudly boasts the fact that it's one of the highest producers of minority officers for the U.S. Army, in addition to 15 generals. The first, Gen. George Price, '51, served as a mentor to Gen. Colin L. Powell USA (Ret), who gave the University's keynote commencement address in May 2011 and became the first honorary member of SC State's ROTC Hall of Fame.



### **GOAL 3: Enhance Academic Programs and Academic Support Services to Meet Student and Other Stakeholder Needs**

- ◆ Weekend College for Adult Learners was approved by the Commission on Colleges of the Southern Association of Colleges and Schools. The program is to be reinstated in fall 2012.
- ◆ SC State University is in partnership with Education To Go. This agreement allows SC State to offer Education To Go online courses (there are over 1,000) via our web site. Participants will search for and register for courses through the SC State Online Education Center, (<http://ed2go.com/scsu>). In addition, an agreement has been initiated with Certification Partners through which we will purchase and offer the CIW Webmaster Curriculum, beginning Fall 2012.

- ◆ The Education programs underwent NCATE and South Carolina Department of Education on-site reviews during spring 2012. Final results will be provided in late fall 2012, but the exit meeting was very positive.
- ◆ The Department of Education successfully implemented LiveText for all Education majors and faculty. This software focuses on assessment in Education programs and courses.
- ◆ Platinum and AstraScheduler software programs were utilized in developing the fall 2012 schedule of classes. These software packages allowed university administrators to review three years of trend data to identify the courses needed in the fall based on students' programs of study and to reduce the number of sections for those courses that traditionally have had low enrollment.
- ◆ SC State University's Honors College developed a Memorandum of Understanding (MOU) with the University of Arkansas, a land-grant institution established in 1862 located in Fayetteville, Ark. The objectives of this memorandum are to identify undergraduate students with ability and interest in pursuing a graduate or professional education; to provide undergraduate students with the opportunity to intern with faculty members at the University of Arkansas who are committed to increasing the ethnic, gender and racial diversity of the academy; to provide undergraduate students with practical tips as to what to expect in the application process and selection of a graduate or professional program; to encourage undergraduate students to pursue terminal degrees upon graduation; and to increase the ethnic, gender and racial diversity of the University of Arkansas graduate and professional student body as a collaboration with SC State University through the University of Arkansas' George Washington Carver Research Program (GWCRP).
- ◆ The I.P. Stanback Museum and Planetarium at SC State University was presented the 2011 governor's Award for the Humanities. The museum and planetarium serves, not only as a major educational and teaching resource for the University, but also as a cultural leader known for creating community-based programs that promote public understanding of issues and ideas related to the humanities. As the only art museum with a planetarium in any historically black college or university and one of just a few in the country, the Stanback is a unique facility that reaches a diverse and extensive audience from the community and beyond. Numerous programs enhance prek-12 and adult education, with emphasis on arts, sciences, humanities and civil rights.
- ◆ The Office of Sponsored Programs (OSP) Revised and re-established the OSP web page; created posting on OSP webpage linking pertinent Capacity Building Materials to assist researchers with the grant application process.

#### **GOAL 4: Expand and Increase University Resources to Ensure Fiscal Viability and Growth**

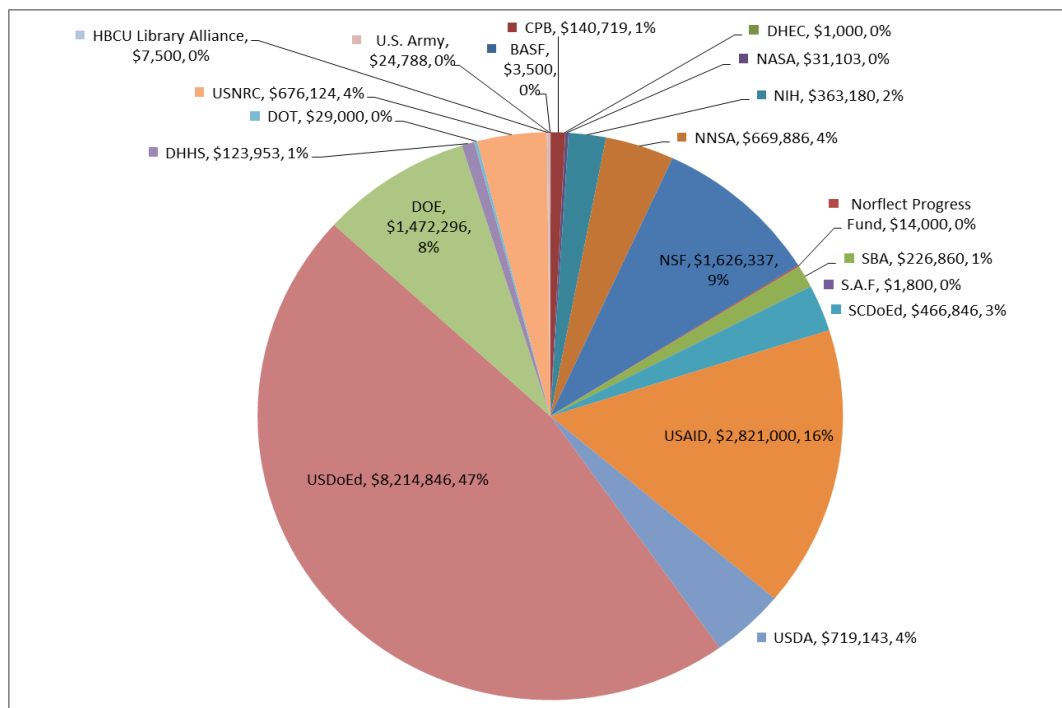
- ◆ 1890 Research, through release time (\$292,733.67) to faculty, provides unrestricted funds for university use. This helps with the stability, viability and growth of the university.
- ◆ A total of 68 grants were awarded \$17.6M. There were 107 submissions totaling \$45.1M.
- ◆ On September 20, 2011, SC State University (SCSU) was approved for a total award of \$185,338.32 from the Thurgood Marshall College Fund. In addition to helping SCSU improve its technology

services by enhancing communication and collaboration among university constituents and streamlining business processes, the software award will be used to support Cloud Computing, Academics, Administrative Computing and Research. SCSU received the following software packages including licenses: Lync Server Enterprise 2010, Exchange Server 2010, ForeFront TMG Enterprise, Office SharePoint Server Enterprise, and SQL Server Enterprise DataCenter; Office Mac Standard 2011; Windows 7 Enterprise; Visual Studio Premium; System Center Essentials w/SQL, System Center Server Management Suite Enterprise, System Center Configuration Manager Server w/SQL, Sys Center Virtual Machine Manager Workgroup, and System Center Operations Manager Server w/SQL, Visio Premium; and Windows Server Datacenter and SQL Server Datacenter

- ◆ An anonymous gift of \$54,000 was made in support of SC State's Championship Tennis Teams and Coach Hardeep Judge.
- ◆ Over \$100,000 in contributions were generated from reunion classes during Alumni Weekend.
- ◆ The University's radio station was responsible for securing a \$140,719 grant from the Corporation of Public Broadcasting for programming and operational needs.



◆ From the Office of Sponsored Programs, the following are results from research and grant-writing efforts from July 2011 through June 2012.



## **GOAL 5: Foster Partnerships and Collaborations that Mutually Benefit and Support the University, Local, State and Global Communities**

- ◆ University Village Camp All-Stars involved more than 100 students in an array of learning activities that are helping to shape their lives. The camp was held Monday through Friday from 7:30 a.m. to 5 p.m. in July 2011. The Camp All-Stars is geared towards working on improvement of state test scores and character building. “The importance of the camp is to expose many of the children in the Orangeburg community to many things that they typically would not be exposed to in a summer camp,” says Anthony Beckett, camp coordinator for University Village’s Camp All-Stars.
- ◆ South Carolina State University President Dr. George E. Cooper participated in a goodwill trip to the United Republic of Tanzania with the goal of strengthening the University’s international development. Dr. Cooper joined representatives of the Textbooks and Learning Materials Program (TLMP), principal investigator, Dr. Leonard A. McIntyre, and program manager, Lamin E. Drammeh. The Textbooks and Learning Materials Program (TLMP), funded by the United States Agency for International Development (USAID) is a part of President Barack Obama’s African Education Initiative that aims to expand the academic opportunities of African students. The Initiative and the trip are funded by USAID. The itinerary includes a stop in Zanzibar, which is a semi-autonomous region of Tanzania, where the group will visit with Zanzibar President, His Excellency Ali Mohamed Sheine. Meetings are also scheduled with the Minister of Education and the Vice Chancellor of The State University of Zanzibar to discuss ongoing partnerships and the possibility of student and faculty exchange programs.
- ◆ One physics faculty member has collaborated with the University of Michigan to successfully win a NASA award to launch a \$140-million satellite to study tropical cyclone (hurricane) formation. While the manpower contribution by SC State will be modest compared to the overall multi-institutional project, the 6-year budget for SC State is anticipated to total **\$422,336** and involve students in cutting-edge atmospheric science.
- ◆ Colleton County Summer Camp participants visited SC State in August 2011 to learn swimming techniques that could possibly save their lives. A total of 27 students from Colleton County learned swimming techniques through SC State’s Aquatics Program.
- ◆ The SC State University SGA Executive Leadership Council’s Thanksgiving Bulldog Kitchen provided a hearty and healthy meal to families and persons who could not enjoy the Thanksgiving holiday with loved ones. The Bulldog Kitchen fed over 70 individuals residing in nursing homes, homeless shelters and domestic violence shelters in the Orangeburg area. Participants were also entertained, clapping their hands to the melodic sounds of the United Voices of Christ. The Executive Leadership Council’s Bulldog Kitchen was conceived by Austin Floyd, SGA President, Lillian Adderson, director of Student Life and Leadership and Genevieve Jean, a member of the Campus Activity Board. Floyd and his committee were thrilled about lending a helping hand and feeding the citizens of Orangeburg. Many students were involved with making the Executive Leadership Council’s Bulldog Kitchen a success. Alexis Glasgow, a junior nursing major at the University, supported the event by ensuring that transportation and all programs were coordinated. She also chose the gifts that were given to the participating organizations.



- ◆ Career Expo February 2012, an annual collaborative endeavor between South Carolina State University, Claflin University and Orangeburg Calhoun Technical College was held to provide career opportunities for all students. Over 40 Employers attended this year's event with more than 300 students participating.
- ◆ A total of 1,271 workshops/trainings were held across the State of South Carolina to assist underserved populations on various topics. Workshops/Trainings were held on estate planning, land-use, alternative farm enterprises, risk education, etc. To enhance the knowledge of participants in the area of food handling, preparation and distribution workshops/trainings were provided. Educational enhancement was provided to youth on sound money management skills, financial planning and entrepreneurship in Bamberg, Calhoun, Dorchester, Anderson, Hampton and Marlboro Counties. Workshops/Trainings to explore the importance of developing and maintaining healthy lifestyles were conducted. To assist with water quality issues, workshops were held as well as environmental stewardship workshops.
- ◆ Technical assistance was provided to eight Small Farm Co-Operatives, which allowed the small farmers to become more efficient and productive in their work.